

# Exploring Collaborative Business Models in the Context of Sustainable Tourism

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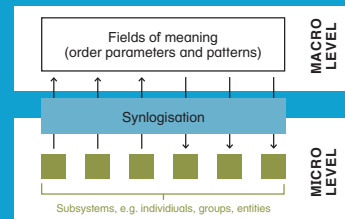
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## INTRODUCTION

Tourism in general and sustainable tourism in particular are interdisciplinary topics situated in cross-cultural contexts. Each discipline is a community which has its paradigm (Kuhn, 1996), its language and its worldview (Wehling, 2016; Gergen, 1992, 2009). Since we cannot talk about sustainable tourism outside of a perspective, sharing perspectives is a starting point for new paradigms in tourism. Hunter proposed that sustainable tourism has an adaptive paradigm (1997). This opens to questions (Freeman et al., 2010):

- \_ For whom is value created and destroyed?
- \_ Who is harmed and/or benefited by this decision?
- \_ Whose rights are enabled and whose values are realized and whose are not?

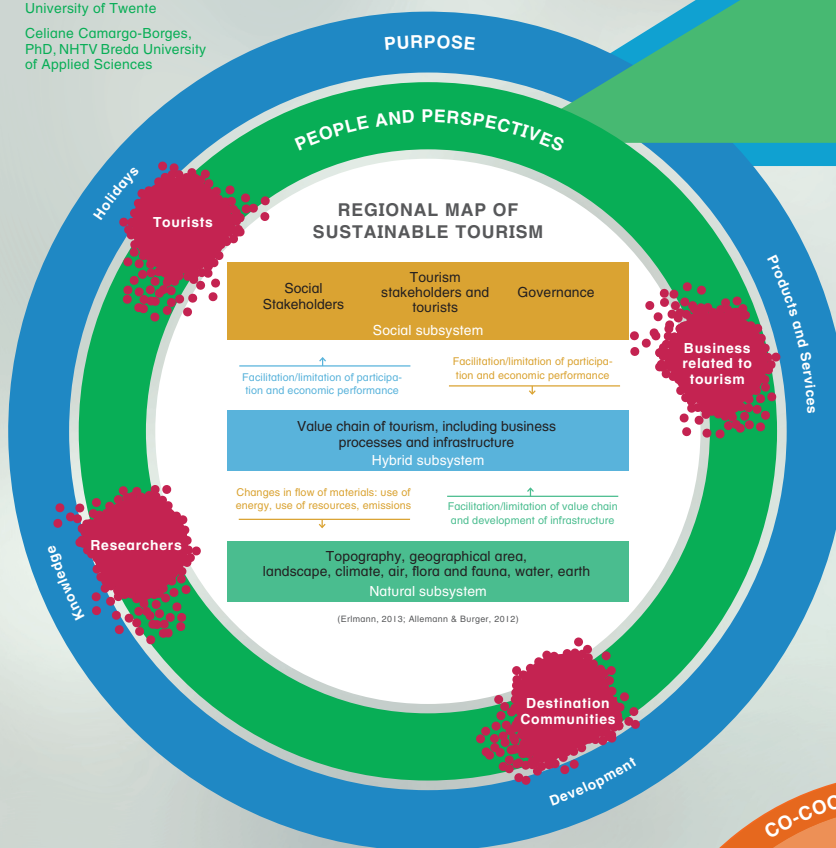
## MEANING IS CO-CREATED



Synlogisation means that after a process of negotiation of meaning among all parties involved a common concept arises as a result of the complex space of multiple meanings. (Kriz, 1998; 2011; 2017). This process dynamic is structured along the overarching purpose of each stakeholder community (Kriz, 2014). A new discourse in tourism that seeks to avoid old patterns and forms of new imperialism (Mowforth & Munt, 2016) has to take this dynamic into consideration.

## CONCLUSION

1. Business strategy of Sarasvathy's effectuation (2001):
  - \_ each action creates outcomes
  - \_ outcomes might be surprising, but useful
  - \_ building on networks and co-construction
  - \_ principle of affordable loss; it means limiting risks by understanding what we can afford to lose at each step, rather than seeking large all or nothing opportunities
2. An ongoing iterative process of change management (Königswieser et al., 2001) among the stakeholders and their purposes
3. "Facilitation" as a new skill



### Steps

- \_ Planning starts with a dialogue between the business, (e. g. a swiss tour operator) and the destination community.
- \_ This dialogue may be facilitated by researchers.
- \_ Following the strategy of effectuation a first itinerary for potential tourists can be offered as soon as there is an agreement on the value chain of tourism: arrival, information at the destination, accommodation, food, activities, transport at the destination and departure (Waldhör, 2006).
- \_ The trip is advertised and the first tourists travel.
- \_ Feedback by tourists serves to improve products and services.
- \_ These improvements enter the discourse of both the tour operator and the destination community.
- \_ This dialogue may be facilitated by researchers
- \_ In this way, we can arrive at the preferred future by performing future forming research (Gergen, 2014).

